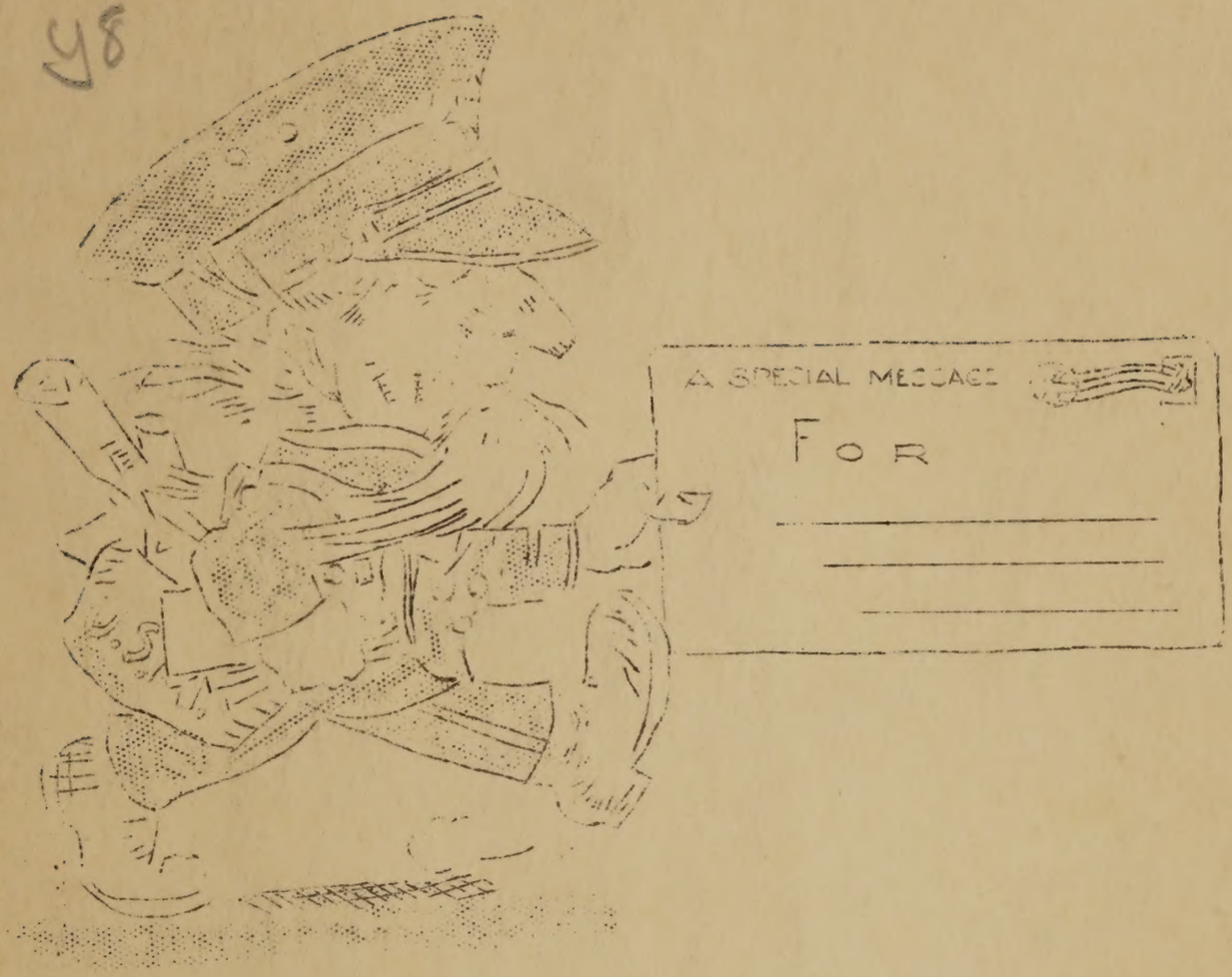


DEAR MR. SUPERVISOR:

HERE IS A BOOKLET WRITTEN ESPECIALLY FOR YOU. IT HAS A VERY SERIOUS SIDE;

ALSO IT IS INTENDED TO SERVE A SIMPLE FRIENDLY PURPOSE.

IT IS SERIOUS IN THAT IT CONCERNS "YOUR JOB AS A SUPERVISOR" - - - - - -

AND THAT IS SERIOUS BUSINESS.

WE WANT IT TO BE ACCEPTED AS A FRIENDLY GESTURE OF WELCOME TO YOUR JOB.

WE HOPE YOU WILL READ THE CONTENTS, AND THAT THEY WILL BE HELPFUL.

UNITED STATES DEPARTMENT OF AGRICULTURE

FARM SECURITY ADMINISTRATION

REGION - VIII

W E L C O M E

It gives me a great deal of pleasure to welcome you on your return to duty with the Farm Security Administration. Many things have changed in your absence, and all of us share with you your anxiety and desire to get back on the job and to become reacquainted both with the job you are to do and with the people with whom you are to be associated. Because of these latter reasons we are presenting this booklet which is designed to make your readjustment easier.

Your work while in the armed forces has, of course, varied, depending upon individual pursuits. Some of you have experienced many things under trying circumstances. Your efforts during the war are certainly deeply appreciated, and it is our sincere desire that you apply to your job those things which you gained while absent. The experiences many of you had will bring discipline and orderliness to your civilian pursuits and there will be numerous instances where your leadership among men will prove to be of great benefit.

Among the many things that we have been faced with during the past few years was the necessity for accomplishing the worthwhile objectives of our program under many difficult circumstances. We have learned anew a keen appreciation of the value of our service to the low-income farm people. These things have resulted in our desire to set our standards high and to encourage performance of the highest quality.

Your job in a supervisory capacity in the field carries with it a great responsibility. You must carry to the farm families of the program in your assigned territory in an efficient manner all of the responsibilities with which we are charged. It is not proper for us to present a picture which would make you believe that one phase of your job is more important than another. Your position will require high standards of work in the office, in the community, and on the farm. Whatever your activity may be, the success of it, of course, is revealed in the extent to which our program can succeed in making supervised credit mean what it implies. The success of our program depends upon your work in all its phases as it eventually is reflected upon the individual farm families.

Each employee of the administration is rated by his supervisor. This rating, which is given out annually, is looked upon as an evaluation of service rendered. This again goes back to the value of work performance in terms of worthwhile production in all phases of your job. Some of you as supervisors will have to make efficiency ratings and your superior will likewise prepare a rating for you. He will also discuss with you at times the quality of your work and will attempt to take corrective actions by encouraging you to overcome whatever difficulties you may encounter. I hope you will welcome these discussions and that the rating you receive will encourage you to do your job even better.

I hope this booklet will serve a useful purpose and that you will thoroughly review its entire contents. It is not intended to be a complete training device but is solely for the purpose of welcoming you to your job. You will have further discussions on this subject with your district supervisor and I hope that you will take the opportunity to make any suggestions to him, or to the state or regional officials, that you might feel appropriate.

E. Lee Osborne

Regional Director - Region VIII

YOUR JOB - AND ITS RELATION TO THE ORGANIZATION

I. United States Department of Agriculture Organization Chart.

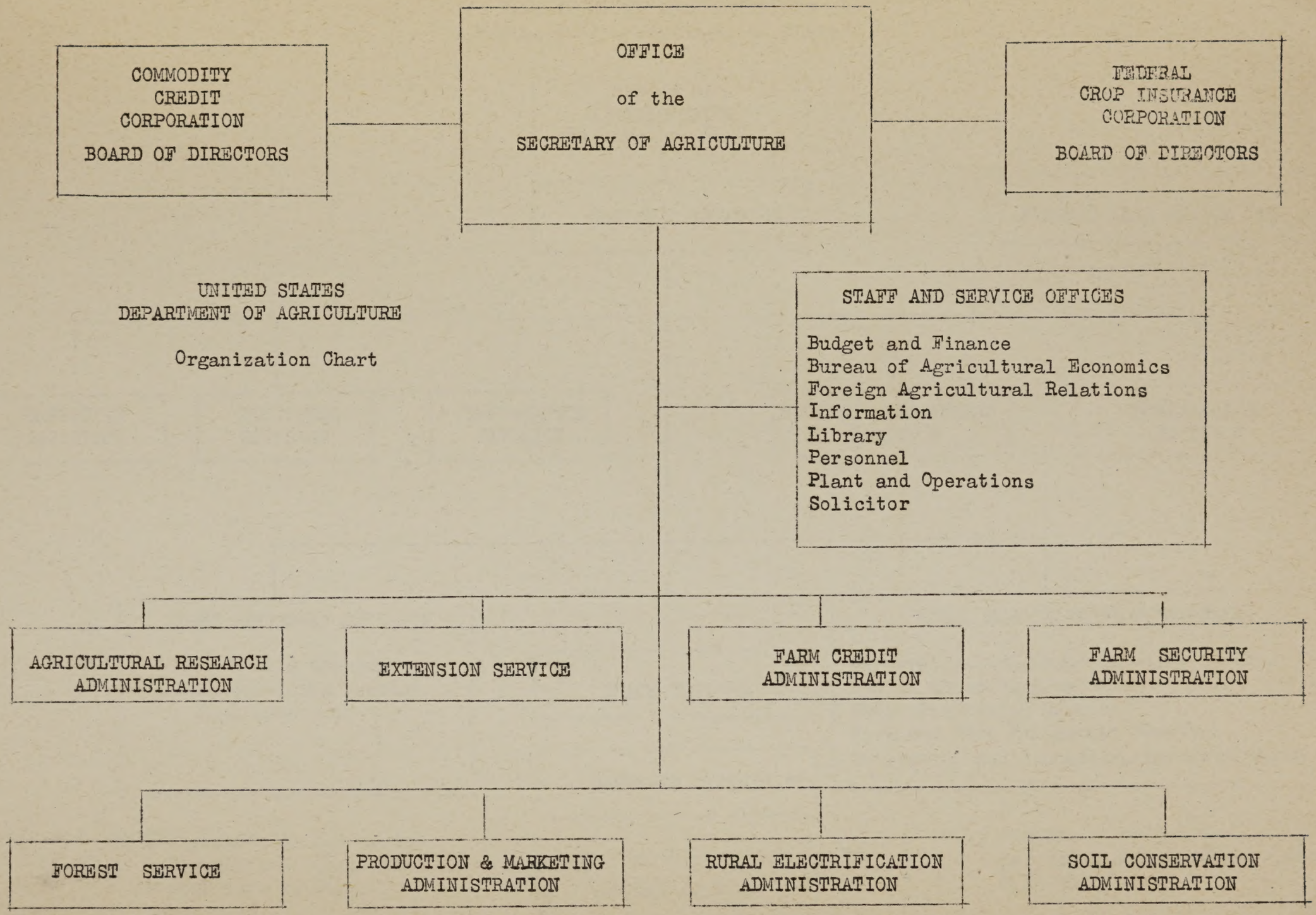
II. Farm Security Administration Region VIII Organization Chart.

III. Your District Organization Chart.

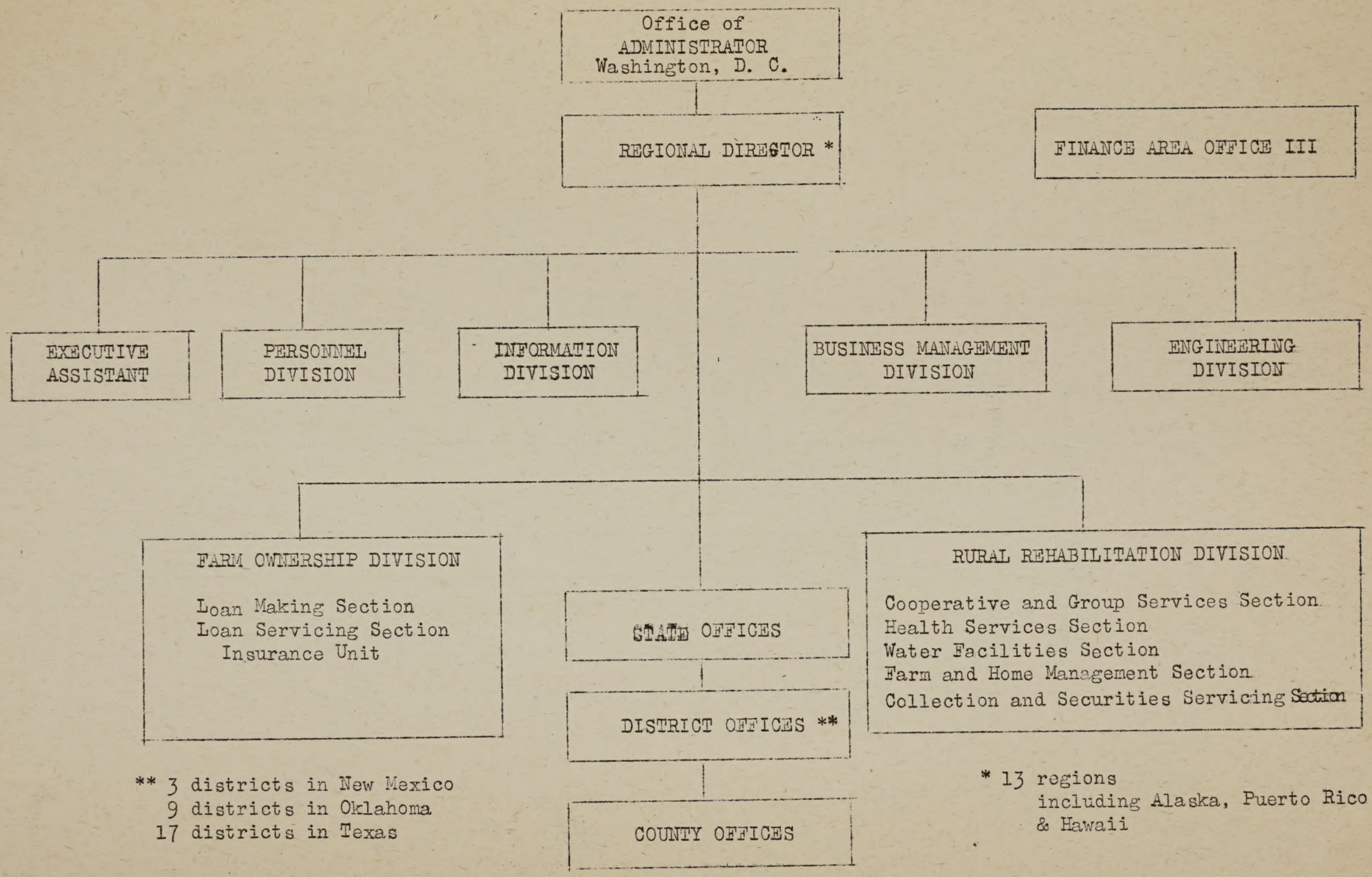
IV. Your Job Description.

UNITED STATES
DEPARTMENT OF AGRICULTURE

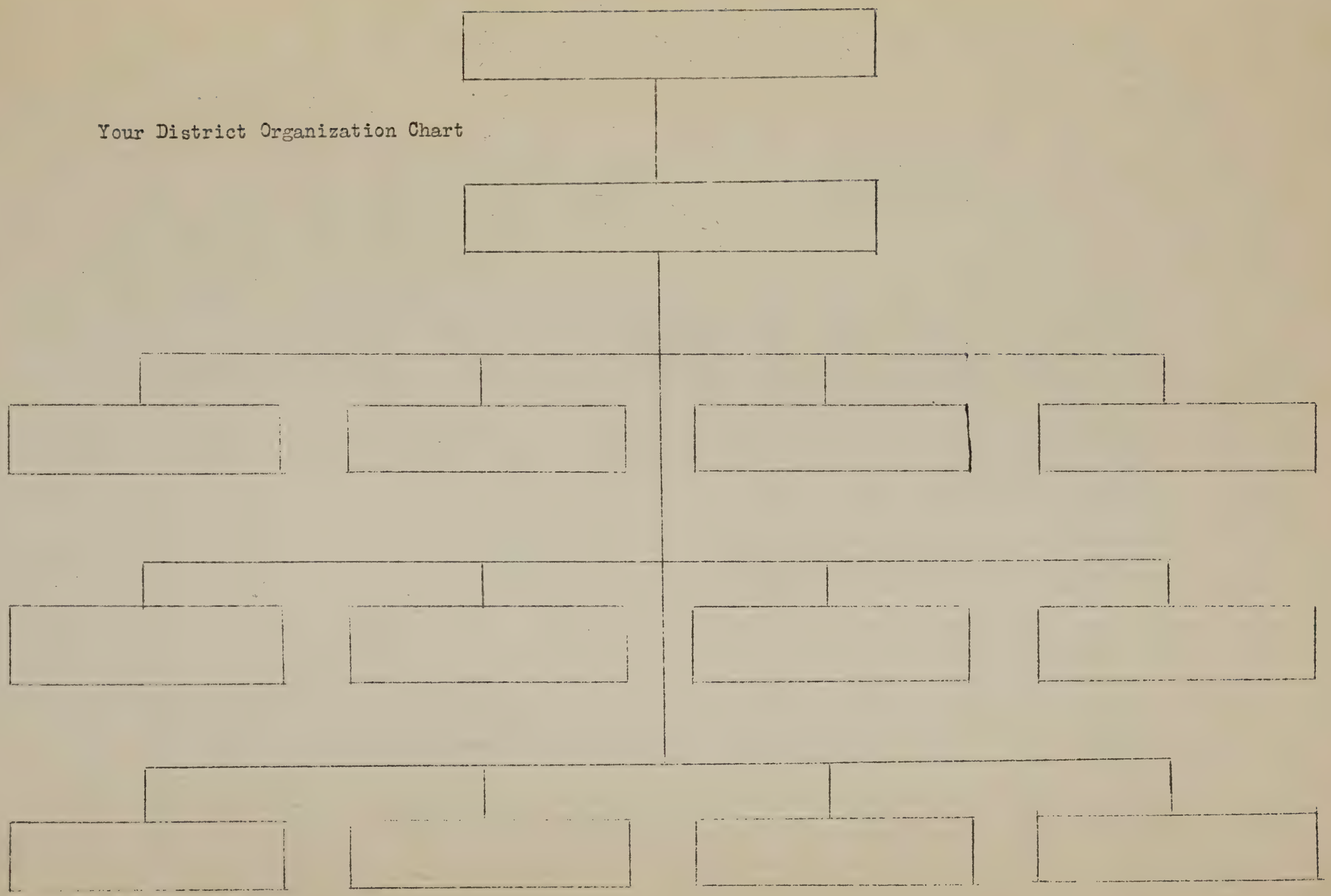
Organization Chart



FARM SECURITY ADMINISTRATION
Region VIII - Organization Chart



Your District Organization Chart



YOUR JOB DESCRIPTION
FSA Supervisor P-2

1. To be responsible for directing all phases of the program within the assigned territory.

2. To receive applications for farm ownership, rehabilitation, water facilities, and cooperative loans and for farm debt adjustment and tenure improvements and to investigate the eligibility of applicants and consult with county advisory committees and others regarding the merits of each case.

3. Where debt or tenure adjustments are necessary, to attempt to obtain such adjustments.

4. To guide families in the development of farm and home plans.

5. To approve rehabilitation loans within the limits of delegated authority.

6. To recommend approval of farm ownership, cooperative and rehabilitation loans beyond his authority to approve.

7. To develop leadership among borrower families by the use of appropriate and effective methods and techniques, such as applicants' meetings, discussion groups, demonstrations and annual meetings for borrowers.

8. To encourage families to participate in community activities.

9. To obtain necessary securing documents for loans.

10. To see that moneys provided by loans are used as agreed.

11. To visit borrowers periodically, ascertain progress and advise on farm and home plans.

12. To make collections and issue receipts.

13. To approve or recommend approval of partial releases of mortgaged property.

14. To recommend action on default cases, recommend foreclosure proceedings when necessary and represent FSA at public sales resulting therefrom.

15. To be responsible for the care of repossessed chattels until sold or transferred.

16. In renewal cases, to supervise the execution of renewal notes and mortgages.

17. To receive and investigate applications for emergency grants and supervise preparation of budgets and vouchers.

18. To cooperate with other agricultural agencies and groups in the territory and enlist their aid in FSA work.

19. And to perform related assignments as required.

YOUR JOB AS A SUPERVISOR

- IN THE OFFICE -

I. Office Maintenance

II. Equipment, Supplies, and Forms.

III. Relations with Personnel in the Office.

IV. Personnel Items of Interest to You and Other Employees in the Office.

V. Fiscal Functions.

VI. Reporting Requirements

- OFFICE MAINTENANCE -

You are the representatiye of the Farm Security Administration in the locality to which you have been assigned and you are charged with the maintenance of the local office.

You should become familiar with the various contracts, such as: contracts for space, telephone, gas, water, lights, etc. It may be that the office which you occupy is furnished free by the Federal government, the County Commissioners, or city authorities, or some other agency. If you will pull these contracts or agreements from the files in your office and devote a few minutes time, you will find out all the pertinent information regarding the maintenance of your office. Please bear in mind that any changes in any of these contracts. even to the moving of a telephone, must be authorized in the Regional office. The authority for expenditure of funds is not delegated to you but is retained in the Business Management Division of the Regional office.

You should use good housekeeping practices in the arrangement of your office equipment to expedite the routine flow of business, as well as to present to our borrowers and visitors a good appearance.

EQUIPMENT - SUPPLIES & FORMS

EQUIPMENT -

Administrative Property - The County FSA Supervisor is charged with the responsibility of all physical property belonging to the government, which is located in his office. Your predecessor will have prepared a Transfer of Property which you will be asked to verify by taking a physical inventory and accepting the inventory as prepared or by informing the Regional Business Management Division of any discrepancies revealed - either items not located or items located and not on the physical inventory.

Acquired Property - You should make inquiry as to whether or not there is any acquired property of record in your county office. Such property should be physically inspected before acceptance of responsibility. After reconciliation, an inventory report should be prepared on Form FSA-658 in accordance with instructions.

SUPPLIES & FORMS -

Supplies and forms may be procured in accordance with Region VIII Procedure No. 151.1A, to which is attached a Stock List of those items that we are permitted to secure for our office needs. You should become familiar with the manner in which forms and supplies are to be ordered and not rely entirely upon your clerk to assume the responsibility for placing orders. When the Regional Office receives such a request from your office, it is assumed that you have approved it and that the items ordered are necessary to conduct the activities of your office.

We receive an allotment of funds each year for these activities and it is necessary that we apply good management and common sense to our purchases in order that we may be able to furnish the necessary items required to carry out the functions of our many offices. Over-ordering of supplies and forms, and the wastage of items cannot be condoned, and periodical checks made in your office will reveal whether or not you are applying these principales.

RELATIONS WITH PERSONNEL IN THE OFFICE

In addition to your other supervisory responsibilities, the performance of your duties as they affect personnel in the office is a phase of your activities which is of extreme importance. It is desirable that you work with other folks in the office and regard them as your associates. Whatever type of work unit might be involved, however small or large the organization, the success of the work product of the office as a unit depends upon work flow through recognized units of the organization as a whole. Working with other people and regarding them as your associates will result in harmonious conditions and only through conditions of this type can your efforts as a supervisor be successful. To have the good will, loyalty, and cooperation of your fellow employees is an outstanding accomplishment and is of extreme importance in carrying out your responsibilities as administrator of FSA's business in the county.

Even though some particular position in the office may be subordinate to that of the supervisor, each and every individual is charged with a particular responsibility, and in many cases must complete the entire work product involved in this responsibility. One of the fundamentals of successful administration of work is to recognize the integrity and responsibility of individuals to be associated with you so that they are conscious of a freedom of action to carry out the duties with which they are charged. You should be constantly aware of the rights or privileges of other associates in the office, whether they pertain to rights as individuals or as employees of the Federal government. The home management supervisor and the office manager as well as any other personnel are your associates and will help carry out the duties of the office.

You might well ask yourself whether there is any simple formula to be used in having yourself accepted as a supervisor of employees. Although there may be no rule of thumb, there are some fundamental truths which can be recognized. First, you must familiarize yourself with the background of your associates, their immediate family, their training, and their prejudices. You must learn to meet them on common ground. It might help if you would honestly appraise yourself along these lines: First, what do your fellow employees <u>think</u> your attitude toward them is? What your attitude really is, or what you think it is, does not count. It is what <u>they</u> think it is that counts. To be a good supervisor you must not appear to be superior. These and other simple things such as gaining the loyalty of your co-workers, are better to obtain than for you to rely on cleverness.

To be a good supervisor and get results through people is what you are most concerned with. Job Relations Training says that the foundations for good relations are based upon these truths: <u>Let each worker know how he is getting along</u>. Know what you expect of him and <u>let him know it</u>. Point out to him ways to improve. <u>Give credit when due</u>. Recognize extra or unusual performance. Tell him while it's fresh. <u>Tell an employee in advance about changes that will affect him</u>. Tell him WHY if possible. Get him to accept the change. <u>Make best use of each person's ability</u>. Look for ability not now being used. Never stand in any employee's way.

PEOPLE MUST BE TREATED AS INDIVIDUALS.

PERSONNEL ITEMS OF INTEREST TO YOU AND OTHER EMPLOYEES

In order to fulfill your responsibility as a supervisor, it is advisable for you to have a good knowledge of important personnel activities that will affect you and your co-workers. We are listing below the more important of these with a brief statement of explanation.

A. Pay and Promotions - The base pay for county FSA Supervisors is $2980 per annum with a maximum of $3640 per annum. For an assistant county FSA Supervisor the base pay is $2320 per annum with a maximum of $2980 per annum. Federal employees are now paid on a bi-weekly basis rather than twice a month. In other words, you will receive twenty-six checks rather than twenty-four each year. You will be paid approximately ten days following the submission of your Time and Attendance Report.

Periodic pay increases are granted to employees at the rate of one step per year (for supervisory personnel, $110 per step) until the maximum of the grade is reached.

Grade promotions are given on the administration policy to promote within the organization when vacancies occur and there are qualified persons in lower grade positions who can be considered for promotion.

Meritorious promotions are awarded for especially meritorious service, such as: suggestions for work improvement which is considered a superior accomplishment to the service and which was accomplished in addition to the usual job requirements.

B. Leave - Annual leave is earned at the rate of two days per month or twenty-six days per calendar year, an additional four hours being credited to you at the end of each quarter. This leave is to be used for such purposes as vacations and attending to personal affairs and must be approved in advance by your supervisor except in emergencies. You as a supervisor have authority to approve leave for other employees in your office. While on leave you will be paid just as if you were on duty providing, of course, you have earned enough to cover the absence.

Sick leave is earned at the rate of $1\frac{1}{4}$ days per month or fifteen days per calendar year and covers absence due to sickness. This also requires approval of your supervisor and should be supported by a doctor's certificate if in excess of three days in any successive period.

Leave, sick or annual, is a privilege which should never be abused as there might be times or emergencies when the benefits which could be received would be of great assistance, especially in cases of prolonged illness to you or your family. You can accumulate and carry from one year to the next, ninety days annual or sick leave. You are recredited with any annual or sick leave you had not used prior to your entry into the armed services upon your reinstatement in Farm Security Administration

C. Safety - Safety takes into account fire hazards, mechanical equipment, the operation of which might cause injury to employees or to others in the office. It is important that you read current instructions with reference to safety and also pertaining to reporting injuries to or accidents of employees. (FSA Instruction 252.1, 251.1)

D. Retirement - The Retirement Act provides benefits for retirement purposes both in terms of Federal service and also physical disability. The government pays a certain amount into the fund (approximately $30 per year, depending upon what sort of retirement is involved). Service in the armed forces counts toward retirement. The present rate of deductions from your salary is 5%. There are many interesting and important details on this subject which you will find to your advantage to study carefully.

E. Insurance - The United States Government has an economical life insurance policy for its employees. In addition special efforts have been made to offer hospital insurance such as Blue Cross to FSA employees. If you are interested, ask your supervisor or write to the Regional Personnel Officer for further information.

F. Political Activity - The Hatch Act provides that no government employee shall be engaged in any political activity. This does not deprive you of your privilege of voting or taking interest in public affairs but prohibits your soliciting votes for yourself or any person who is a candidate for public office.

G. Conduct - In the Federal service as in any other public service, it is expected that the employee will conduct himself in a manner that there will be no reflection or criticism on the government as a result of his actions while on or off duty socially or officially. It is felt that the best interest of all will be served if we all fill our positions in an honest, trustworthy manner. In addition, employees are not permitted to engage in outside activities which would have an unfavorable effect upon their Federal employment. It is expected that you devote full time to your job not to be interfered with by outside activities. Your official actions with respect to relations with borrowers is of extreme importance and you should be sure to avoid any instance where personal interest might conflict with official duties.

H. War Bonds - During the war years convenient arrangements were made on a voluntary basis to withhold from employees' salaries amounts to be applied against the purchase of War Savings Bonds. War Savings Bonds are good insurance in many ways and the arrangements for their purchase is being continued indefinitely. You should make arrangements to sign an allotment card so that you can pay for bonds to be delivered with your regular salary check.

FISCAL FUNCTIONS

A. W-4, Employee's Withholding Exemption Certificate - First, it is important that you furnish an executed copy of Form W-4 which is furnished to you by the Regional Personnel Office. It is not possible for your name to appear on the pay roll until such time as the Finance Area Office has been informed concerning your income tax status.

B. Standard Form 72, Time and Attendance Report - Salary payments are now handled in the Finance Area Office on a post-certification basis. This means that we cannot include the name of an employee on a pay roll submitted to the Treasury for the issuance of a check until such time as we have received from the duly authorized certifying officer, a correctly prepared Time and Attendance Report. It is necessary that this report be prepared on the closing day of the pay period and immediately submitted to the Finance Area Office.

C. Travel - You will receive a letter of authorization which will authorize you to perform official travel as prescribed on the form. This authorization permits you to claim reimbursement in accordance with the provisions of the authorization and also in accordance with the travel handbook which will be attached. You will also receive an identification card and a receipt for the card which should be signed and returned immediately to the Regional Business Manager. We will also attach a mileage record book for your convenience in maintaining records of your travel as well as a copy of the standard government travel regulations.

It is incumbent upon all employees who perform travel for the government to see to it that they are properly authorized to travel and in such a way as to insure that their travel is being performed in accordance with regulations. Therefore, you should not perform any travel expecting reimbursement until you are issued proper authorization and until you have familiarized yourself with the terms of the letter of authorization. If you are authorized to use a privately owned automobile on a mileage basis, it is imperative that your letter of authorization cover this type of travel and that you maintain an accurate record of such travel on the prescribed Form FSA-457, Mileage Record Book.

D. Bonding - All employees who have care, custody, and control of funds and/or property must be bonded. The term "funds" includes cash, personal checks, bank drafts, money orders. Each employee whose prescribed duties require him to handle, receive, or have custody of funds in an amount of $200 or more during the fiscal year will furnish an approved corporate surety bond of a government approved bonding company.

The minimum amount of bond for collecting officials and countersigning officers or both, are as follows: Not less than $3700 where an employee functions in the sole capacity of a collecting official; not less than $7400 where an employee functions as collecting official and has other phases of the program under his jurisdiction where he will have control of funds such as countersigning functions. The person bonded shall pay for the bond from his own funds. The bond should be acquired locally where possible.

In Region VIII it has been administratively determined that all clerk typists and FSA Supervisors (Home) should be bonded in the amount of $3700 since they usually act as collecting officials only; all district FSA supervisors, FSA supervisors, and assistant FSA supervisors (Farm) shall be bonded in the amount of $7400 since they collect funds, write receipts, and have charge of borrower's joint bank account deposits and disbursals as well.

The bond form, AD-131, is prepared in the Executive Assistant's office immediately upon receipt of notice from the Personnel Division of the effective date of the employee's appointment and is mailed to the employee forthwith. The bond form should be executed by the employee and the attorney in fact for the bonding company immediately upon its receipt. No delegations of authority for collecting funds and signing supervised bank accounts can be issued until the bond form has been received and approved in the Regional office. Also, the Disbursing Office must be notified by the Regional office that the employee is properly bonded before checks may be mailed to him.

E. Cash Collections - All collections received in the field should be properly receipted for on Form FSA-FI 37 and promptly remitted to the Treasury Disbursing Office under Schedule of Collections, Standard Form No. 1044. All funds collected, regardless of the purpose, should be scheduled into Special Deposits, Suspense, Department of Agriculture. It is important that cash collections be handled properly and promptly in that the collecting official is liable for the proper disposition of all cash collections. Since an improperly prepared receipt of Schedule of Collections results in confusion and probably misapplication of funds, the utmost care should be exercised.

In this connection, it is suggested that you immediately familiarize yourself with information contained in FSA Instruction 461.1. It is especially important that you distinguish between suspended or rejected items and uncollectibles.

You are charged with the receipts, Form FSA-FI 37, entrusted to your care. They should be used in numerical sequence and all properly accounted for. Voided receipts should be handled in the manner prescribed in FSA Instruction 461.1.

REPORTING REQUIREMENTS

There follows a list of reports to be prepared in the county office, which includes most reports now required. In addition, the reports section of the Area Guide system will reveal various reports to be submitted, date and procedure reference on preparation, distribution, et cetera. This list of reports has as one of its purposes to remind you of the various reports required by consolidating the major portion of them in one place. You will find reports mentioned that deal with subjects elaborated upon in other parts of the booklet. This is not intended as a duplication but merely as a cross reference.

A. Form FSA-322 - Monthly County FSA Activity Report
This report is intended to cover most pertinent information in regard to over-all county office activity and forms the basis for activity reports compiled in the Regional office. Because of the extent to which information contained in this report is relied upon by administrative officials, it is vitally important that the reports be prepared accurately and submitted promptly at the close of each calendar month.

B. Form FSA-VIII 130, Special Report to Be Attached to Form FSA-322 - This report is required as a supplement to Form FSA-322. Information required in this report will likely be incorporated into a revision of Form FSA-322 within the next few months.

C. Form FSA-832, Monthly Report of Activity Under Public Law 346 - The special information required in this report reflects activity in connection with the GI bill and is to be submitted montly with Form FSA-322.

D. Form AD-133, Physical Inventory Report - This report (to be submitted annually as of January 1) serves to furnish a complete inventory record of all property with which county supervisors are charged.

E. Standard Form 72 - Time and Attendance Report - This report is to be submitted at the end of each bi-weekly pay period for regularly appointed employees and at the end of each calendar month for county committeemen. Requirements as outlined in the FSA instruction for the proparation and submission of this form must be strictly adhered to in order to avoid requests for additional or corrected information and resultant delays in check delivery.

F. Standard Form 1012 - Expense Voucher - To be submitted as of the end of each calendar month as soon as possible after the last working day. All expense vouchers are pre-audited by the Finance Area Office and later submitted to the General Accounting office for final auditing. Accuracy in the preparation of this form cannot be overemphasized.

G. Standard Form 1034 - Public Voucher - To be submitted for services such as rent, utilities, telephone service, et cetera, promptly upon receipt of statements or in accordance with contracts.

H. Form FSA-658, Report on Inventory Transactions - To be submitted semi-annually by unit offices covering acquired FSA and Corporation property held for resale and transactions pertaining to such property during the period covered.

I. Form FSA-VIII 123, Forms Inventory Report - To be submitted March 5, and September 5. County offices submit.

J. Form FSA-VIII 137, Flood and Windstorm Restoration Caseload Report - To be submitted monthly by designated counties.

K. Form FSA-864, Monthly Calendar of Work - To be prepared monthly.

L. Form FSA-799, Penalty Mail Report - To be prepared and submitted at the end of each calendar quarter.

M. Form FSA-528, Annual Income Return - To be prepared annually for all Farm Ownership borrowers.

N. Form FSA-14, RR Farm and Home Plan - To be prepared annually for all Active Standard borrowers.

O. Forms FSA-VIII 143 and 144, Farm Ownership Borrower's Tax Report - To be submitted for all Farm Ownership borrowers in accordance with letters to be furnished appropriate county FSA supervisors.

Although every effort is being made to hold county office reporting to a minimum in order that county office personnel may devote as much time as possible to the job to be done, there will, from time to time, be requests for special reports. It should be considered that such special requests are made with the full knowledge of the obligation thereby placed upon county office personnel.

YOUR JOB AS A SUPERVISOR

-IN THE COMMUNITY-

I. Importance of Public Relations Activities.

II. Contacts with Local Civic Groups.

III. Contacts with Other Agencies.

IV. Relations with Veteran's Organizations.

V. Other Activities.

VI. Relations with County Committees.

YOUR JOB AS A SUPERVISOR

-IN THE COMMUNITY-

I. Importance of Public Relations Activities.

Important as the supervisor's job in the office is, it is no more important than his work outside the office. FSA's program is a co-operative one, needing the efforts of many groups and individuals outside the organization. We need - - and our borrowers need - - the help of local bankers and merchants, physicians and dentists, teachers, ministers, and many others. The problem of rural poverty cannot be solved by FSA alone, nor is this agency the only one attacking the problem.

Furthermore, the Farm Security Administration is a public agency, supported by taxes paid by the general public. And these people - - these citizens - - are our bosses. Our opportunity to continue to help low-income farmers achieve the birthright of every American - - a good living and moderate security - - depends upon our pleasing our bosses.

II. Contacts with Local Civic Groups.

You will find among the membership of your local service groups, the most progressive and influential business and professional men and women in your community. By earning their confidence and their co-operation your job will be made easier. Every employee of FSA should have membership in one or more civic clubs, Church groups, or other organization. Whether one wants to affiliate with a group or groups is his own affair, but it is extremely desirable, even necessary, to get the help of these organizations.

III. Contacts with Other Agencies.

Other agencies of the government -- Federal, state, and local -- are interested in helping the people solve their economic and social problems. FSA is an agency of the U.S.Department of Agriculture and represents one phase of the Department's unified program for the farm and nation. The able supervisor knows the programs of other USDA agencies and can answer questions about them. He knows and works with other Federal agencies; for their problems are likely to be akin to ours. He asks for help from representatives of the state government, keeps them informed concerning FSA and helps them whenever possible. He knows the county officials in his county and makes sure they know him and appreciate his program.

IV. Relations with Veteran's Organizations.

FSA bears a heavy responsibility in discharging the Nation's obligation to returning veterans. It is not necessary here to go into the several services we have for returned servicemen, but the ways Veterans' organizations can help us need to be noted. We should work closely with active veterans' posts, for welfare committee members of these organizations can tell veterans about our services, locate land, and generally work with us to honor our obligation to these people.

V. Other Activities.

Space will not permit further discussion of other relations between the supervisor and the community wherein he works and lives. A booklet entitled "The Public Has a Right to Know, A Handbook of Public Relations for FSA Personnel in Region VIII" is in every county office. It discusses in greater detail the sub-headings treated above, as well as other phases of your county public relations program. Read and reread it.

VI. Relations with County Committees.

County committeemen have been given additional responsibilities in connection with the FSA program. They can be used very effectively in solving problem cases through supervision on their part under the direction of the county FSA supervisor. Their supervision, obviously, should not be confined to problem cases, rather, their services should be utilized in any instances where it is felt their assistance would be to the mutual advantage of the borrower and the FSA program. Select honest, progressive, hardworking farmers for your committee and keep them informed about the program. Fire their enthusiasm for FSA at every opportunity and put them out in front on many of your activities.

YOUR JOB AS A SUPERVISOR

-ON THE FARM-

I. Your Work with Farm Families

II. Importance of Supervised Credit.

III. Rural Rehabilitation Loans.

IV. Water Facilities Loans.

V. Cooperatives; Group Services.

VI. Health Services.

VII. Regular Farm Ownership Loans.

VIII. Veteran's Loans under the FO Program.

IX. Veteran's loans under the GI Bill.

X. Status of Project Activities.

Your Work With Farm Families

Unless we understand just what we are trying to accomplish with the families for which we are responsible,we cannot do an efficient job. To fill your position well requires that you understand and believe in the aims and objectives of the FSA program. Our main job is to help farm families help themselves. Unless we can help them to farm better and live better, we have missed the mark, no matter how perfectly we learn to make out forms, follow rules and regulations, or perform routine tasks.

Most of the families who apply for our assistance do not realize that they need much more help than financial assistance alone can offer. Their financial difficulties usually can be traced to a combination of causes which they have failed to recognize. Such causes as insecure tenure, excessive rents, inefficient use of land, poor management of labor, bad farming practices, and unthrifty home management,or bad health are likely to be the "bad luck" that is keeping them down. In order to help them you will have to lead them to see that the causes of failure must be attacked and convince them that you can help them find ways to improve the adverse conditions and take advantage of such opportunities as they may have.

<u>This is the fine art of supervision.</u>

Americans detest dictators -- they resist being bossed. The words "to accept supervision" develops resistance in the minds of those you work with unless you are able to interpret them in terms of sympathetic understanding of the family's situation and your earnestness and enthusiasm to help them get ahead.

Your ability to help families advance will be measured by the faith they have in you. Build that faith by giving reliable information and sound advice -- show them how to do a job that needs to be done. Teach them to realize that your intelligent guidance on farm and home management problems will help them more in the long run than the loan received.

Importance of Supervised Credit

Modern farming requires so much capital that few farmers are able to operate entirely on their own financial resources. Lack of needed credit denies a farm family opportunity to farm well and make good use of their labor and land. On the other hand, credit unwisely used builds up ruinous indebtedness.

Sound farm credit creates repayment ability. It provides things to work with, livestock to yield income, or cash to purchase needed seed, fertilizer, or hired labor for making a crop. Refinancing old debts or making loans for family living expenses do not contribute directly to a family's earning capacity.

Your first responsibility in considering a loan application is to determine whether such a loan would help the family make progress. Unless it does, it is not an aid to rehabilitation -- not a rehabilitation loan.

Another very important responsibility in supervised credit is that the supervisor help the family get their money's worth in the things that are purchased with funds the loan provides. Many of those who seek our assistance are not gifted with shrewd trading ability. They need your help and advice especially on purchases of important items such as livestock and machinery.

Then there is the constant responsibility of helping the family to follow their farm and home plan and make it work.

Your guidance and assistance should be directed to seasonal jobs that have a vital bearing on the success of the farm and home plan. Making sound plans work successfully is the final test of supervised credit.

Rural Rehabilitation Loans

Rehabilitation loans to help farmers put their farms on a paying basis are provided by this phase of FSA's work. Loans are based on an improved farm and home management plan, worked our jointly by the family and the FSA supervisors, calling for (1) home production of feed and of the family living, as nearly as possible, (2) two or more sources of cash income, (3) improved soil conservation practices and better use of land.

These loans are operating loans, or are to provide additional livestock and modern tools and equipment for the farmer, and canning and other food preservation equipment for his wife -- in fact, for anything needed to put the farm and home management plan into operation.

Loans are made to farmers and ranchers who cannot obtain adequate credit elsewhere.

Many patient and careful hours of guidance in improving farming and home-making practices accompany the loans. This is provided by county farm and home supervisors.

In addition to the guidance in improved farm and home practices, it is our responsibility to service each account in a constructive business-like manner. Mortgages are required covering crops and chattels, In addition to mechanical and routine accuracy in servicing all accounts, crops and chattels are to be accounted for, the proceeds collected and disbursed in accordance with the annual operating plan.

Office records are to be maintained disclosing an accurate record of each borrowers' indebtedness together with the amount maturing each year during the life of the loan.

Running records of the services rendered to borrowers are to be maintained in such fashion that will enable an accurate appraisal of supervisory assistance as well as financial aid.

Water Facilities Loans

Farm families who do not have an adequate supply of safe water and who are unable to obtain suitable credit at a reasonable. rate of interest are eligible for Water Facilities loans.

Loans may be made for the development and maintenance of an adequate supply of safe drinking water for the family, fresh clean water for livestock and poultry, and for the storage of suitable water for irrigation. This includes the purchase of materials, construction, development and installation of wells, pumps, cisterns, ponds, wind-mills, pressure systems, storage tanks, stock troughs, pipe lines and irrigation systems. Irrigation facilities are limited to one acre or less, except in certain designated areas.

Loans are made at 3% interest with repayment periods up to twenty years.

Current engineering principles and practices constitute an important part of every proposed Water Facilities loan. You have in your office a copy of an engineering manual on this subject. This manual should be referred to and the services of the Engineer in your area should be requested when necessary.

Cooperatives; Group Services

Requirements of eligibility are the same as those for standard RR loans set forth in FSA Instruction 731.1, IV.

Loans may be made to provide joint-ownership group services such as hay press, grain drill, row-binders, breaking plow, and other essential planting, cultivating and harvesting equipment, limited to the number necessary for full and efficient use of each service and for Master-borrower group services.

A sound program of educational and supervisory assistance will be provided for cooperative associations previously financed by FSA to protect the government's interest and aid in the rehabilitation of FSA borrowers and other low-income farmer members and patrons.

The Regional Business Analyst and Cooperative Accounting supervisors in the Regional Cooperative section will provide the association officials with assistance in management and record keeping which should enable them to operate to the advantage of their members subsequent to the repayment of their loan.

Loans are made on the following terms: Joint ownership loans - 3% interest; Master-borrower loans - 5% interest; both repayable within five years or not to exceed the useful life of the security, whichever is the lesser.

Health Services

Good health is the first prerequisite to success on the farm. FSA recognizes this by assisting in organizing group services on a prepayment basis to provide medical, dental, hospital, and surgical care. The cost of these services is kept commensurate with the ability of the farm family to pay.

All FSA borrowers are eligible for loans to participate in group health service organizations.

FSA recognizes the necessity of adequate health services by assisting in organizing and granting loans to participate in group health service programs. Only families whose health is good can expect to succeed in farming, consequently FSA assists in providing medical, dental, hospital and surgical care on a prepaid group service basis at a cost the participants can afford. The Regional Health Services Specialist is available to aid in promoting and organizing group health services.

The terms of the loans are: 5% interest - loans repayable in one year.

The following plans are servicing Farm Security Administration:

County Health Associations

Blue Cross Hospital Plan

Multi-County Combination Hospitalization-Surgical Plans.

FSA-sponsored Hospital Plans including several districts and counties.

Cooperative Health Centers offering services to everyone in the community.

Regular Farm Ownership Loans

A. Purposes of Farm Ownership Loans:

Farm Ownership Loans are made for the following purposes: 1. To promote more secure occupancy of farm homes by families who derive the major portion of their income from farming operations. 2. To correct the economic instability resulting from some present forms of farm tenancy. 3. To preserve the family type farm in America. 4. To correct maladjustments of population to the land which results in wasted manpower, impoverishment of land and people, and decline of rural civilization.

B. Kinds of FO Loans:

Tenant Purchase or "TP" loans are those made from funds authorized by the Congress under the Bankhead-Jones Farm Tenant Act to eligible persons who do not own farm land, for purchasing and improving family type farms.

Farm Enlargement or "FE" loans are those made under the Bankhead-Jones Farm Tenant Act to enlarge inadequate units and develop them into family type farms.

Project Liquidation or "PL" loans are those made in connection with the sale of certain land formerly owned by the Government and operated as resettlement projects.

The following types of loans no longer advanced are classified as "FD" loans for servicing and reporting purposes: Special Real Estate or "SRE" loans; Farm and Home Improvement or "FHI" loans; Relocation Loans (Jim Wells County, Texas); Oklahoma School Land Loans.

C. General Regulations:

No FO loan will be made if the land, improvements & fees exceed $12,000, or if the total cost of the complete farm unit exceeds the reasonable value of the farm with contemplated improvements, as certified by the Committee.

An FE loan cannot be made if the applicant's equity and cost of additional land plus fees plus refinancing plus improvements exceed either (1) earning capacity value, (2) county limitation figure, or (3) $12,000.

The 1946 Appropriation Act contains the following limitations with respect to the funds for FO loans: "...and no loan, excepting those to eligible veterans, shall be made in an amount greater than 15 percentum above the census value of the average farm unit of thirty acres and more in the county, parish or locality where the purchase is made, as determined by the 1940 farm census".

The Bankhead-Jones Farm Tenant Act provides for the repayment of the loan within an agreed period of not more than forty years from the making of the loan. The Act also provides for the payment of interest on the unpaid balance of the loan at the rate of 3% per annum. When a borrower has funds of his own to apply toward the purchase, enlargement and development of his farm, such funds will be used as a down payment. Such funds may not be held back for use in making additional and unapproved improvements; many times the applicant is unable to make a downpayment because his funds are needed for operating expenses.

D. Selection & Eligibility of Applicants:

It is the responsibility of the FSA supervisor to see that the county FSA committee has a proper concept of eligibility and family selection policy. Farm tenants, farm laborers, sharecroppers and other individuals who obtain, or who recently obtained, the major portion of their income from farming operations, shall be eligible to receive FO loans. Preference shall be given to persons who are married or who have dependent families, or wherever practicable, to persons who are able to make an initial down payment, or who are owners of livestock and farm implements necessary to successfully carry on farming operations. No person shall be eligible who is not a citizen of the United States. The character, ability and experience of the applicant and his family must be considered by the committee in determining whether the applicant may be selected to purchase an FO farm. Applicants should thoroughly understand and be in agreement with the provisions of the "317 Agreement" before they are selected.

E. Minimum Standards for Land Development and Construction:

Sound policies of land development and conservation will be practiced on all FO farms; necessary funds may be included in the loans. The welfare of the borrowers and the security of the loans require certain standards with respect to farm structures. For detailed instructions on minimum standards and availability of engineering services, refer to FSA Instruction 640.1.

FSA personnel should be thoroughly versed in the principles of the variable repayment plan and be thoroughly familiar with the art of conducting Annual Borrower meetings. This meeting affords an annual occasion to do a unique job of supervision. It can be exceedingly worthwhile, - or a flop. It is up to the supervisor.

Veteran's Loans under the FO Program

Any veteran eligible for the farm loan benefits of the GI Bill, and who is found by the county FSA committee, by reason of his ability and experience, including training as a vocational trainee, to be likely to carry out successfully undertakings required of him under a loan which may be made under the Bankhead-Jones Farm Tenant Act, is eligible for the benefits of such Act to the same extent as if he were a farm tenant.

FSA personnel and committee members should familiarize themselves with Administration Letter 774 (611) "Determining Eligibility of Veterans for FO Loans",and pages 16 and 17 of the August 1945 Committee Handbook, "Selecting Applicants - Veterans".

The "county limitation figure" does not apply to veteran FO loans. They may not, however, exceed $12,000.

The loan terms, repayment plan and covenants of the borrower are the same as those for non-veteran borrowers.

Veteran Loans Under the GI Bill
(Agricultural)

The Servicemen's Readjustment Act of 1944 (GI Bill of Rights), Public Law 346, passed by the 78th Congress of the United States on June 22, 1944, is designed to assist veterans of World War II readjust themselves into civilian life. (Public Law 268 passed by the 79th Congress on December 28, 1945, liberalizes the original Bill of Rights). Congress gave the Veterans' Administration until April 1, 1946, to put amendments contained in Public Law 268 into effect.

No attempt will be made here to review the Act fully, since the following material should be present in each county office:

Public Law 346, 78th Congress (Title III).
Guaranty of Loans, Regulations under Title III, by Veterans Administration.
Explanation of Farm Loan Guaranty.
Veterans' Administration Finance Form 1824,"Explanation of Farm Loan Guar-
FSA Inst. 221.3,"Veterans' Agricultural Loan Committee". /anty.
Working Guide,"What about that GI Agricultural Loan Guaranty?"
Department of Agriculture Working Guide for Certifying Committees
and FSA Employees - GI Loan Guaranty.

The Administrator of the Veterans' Administration charged the Secretary of Agriculture with certain responsibilities relating to agricultural loans. Farm Security Administration established in the counties a four member Veterans' Loan Certification Committee, composed of one veteran member and the three members of the FSA county Committee. The Veterans' Committee recommends to the Veterans Administration the approval (or disapproval) of loan applications for chattel and farm purchases. The Federal Land Bank provides the appraisal services required on real estate. County agents have the responsibility of advising with and informing veterans relative to the agricultural provisions of the bill.

Any person who shall have served in active military or naval service of the United States at any time on or after September 16, 1940, and prior to the termination of the present war, and who shall have been discharged or released therefrom under conditions other than dishonorable after active service of ninety days or more, or by reason of injury or disability incurred in service in line of duty, shall be eligible for the benefits of this title. The veteran must make application for these benefits within ten years after the termination of the war.

The veteran selects the farm or chattels and locates a lender who is willing to make him a loan at a rate of interest of no more than 4%. The term of the loan on chattels must not exceed their reasonable life. On real estate it must not exceed forty years. Any bank, lending agency or individual may make the loan and secure from the Veterans' Administration the guaranty not exceeding $4000 up to 50% of the loan. Government agencies such as Farm Security Administration, et al, have not availed themselves of the guaranty provisions.

Before recommending the approval of a loan, the committee must determine:

(1) that the loan will be used in payment of the real or personal property purchased or to be purchased by the veteran, to be used in bona fide farming operations conducted by him,

(2) that the property will be useful and reasonably necessary for efficiently conducting such operations,

(3) that the ability and experience of the veteran and the nature of the proposed farming operations to be conducted by him, are such that there is a reasonable likelihood that such operations will be successful; and,

(4) that the purchase price does not exceed the reasonable normal value thereof as determined by proper appraisal.

Self-employed veterans (farmers, et al) under Title V may avail themselves of the readjustment allowances up to $100 per month, not to exceed 52 weeks while enjoying the benefits of Title III.

Although the FSA supervisor or committee is not required by law to do so, it is desired that FSA personnel assist in preparing loan papers in cases where the lender is unable or unwilling to do this work. These loans are not to be supervised by FSA.

Status of Project Activities

The Emergency Relief Appropriation Act of April 8, 1935, contained authority for establishment of a program to permit the Government to buy land on which to resettle families from land that was not able to support the families.

Projects were of two general types. The infiltration type consisted of separate farms scattered throughout the existing farm area. On the other group settlement projects the farms usually adjoined one another and contained community services such as schools, canneries, etc. In most instances, the farms were leased to the families for a trial period before selling to them. Payments extended over a long period of time.

There was another group of farm families given assistance. To help worthy farm tenants who were having difficulty in acquiring adequate farm units, the Government purchased and in turn resold the farms to them under reasonable long-time repayment plans.

A third type of project was known as subsistence homestead projects. These were developed to find ways by which families living in towns could be helped through subsistence farming along with their employment in town.

During the congressional hearings of 1943, sentiment among members of committees was sufficiently strong that legislation was approved for liquidation of projects. Since then, liquidation has followed two lines - the sale of farm units of family size to approved families, and the sale of land as surplus that was insufficient for a family type farm, or was a tract of land too large for use by a family. In this region most of the family type units have been sold to families. There remains for liquidation several large tracts of land.

TRAINING SCHEDULE AND FOLLOW-UP

I. Things to Do.

II. Things to Learn.

III. Follow-up.

Things to Do.

You should take care of the following items immediately:

A. W-4, Employee's Withholding Exemption Certificate.

B. Preference Form 14.

C. Designation of Beneficiary for retirement purposes if your beneficiary has changed or if not previously submitted.

D. Bond.

E. Check your identification card and travel authorization.

F. Check property inventory, sign, and forward to Regional office.

G. Review Delegations of Authority in office.

H. Determine authorizations to be delegated or revised.

This list of items is intended to serve as a reminder to you of things which must be attended to within the first two or three days of your employment. W-4 and Preference Form 14 will be mailed to you from the Personnel office. The details are elaborated on in other parts of the booklet.

Things to Learn

Upon assuming the responsibility as a supervisor, the subjects listed below should be given intensive and immediate consideration and study. It will be found that you will need to be well informed on all of these subjects in order to properly administer the program:

A. Give county personnel assurance of full cooperation.
B. Solicit cooperation and help of other employees.
C. Give recognition of and serious consideration to your responsibilities as the administrative officer, with special emphasis upon "Personal Responsibilities".
D. Hold regular planning conferences with all personnel.
E. Fill dates and engagements promptly.
F. Review county office routine with other employees.
At this point too much emphasis cannot be placed upon the importance and necessity for accurate preparation of all forms used in FSA. Frequent discussions of this situation with experienced FSA employees will assist you in becoming thoroughly familiar with the mechanics and techniques required to perform satisfactory work. A review of the Job Breakdown Manual distributed by Region VIII dated September 16, 1944, will be of material assistance on preparation of forms. For subjects not covered in this manual, reference is made to Forms Index which may be found in your County Abridged Manual, which gives procedure reference pertaining to the form in question.
Training in preparation of forms is in a continuous process. In addition to the above references for information to direct you, you will have the assistance of the District FSA and Administrative Supervisors who are well informed upon this subject. All employees should feel free to solicit their help at every occasion.
G. Review and follow instructions daily.
H. Review and keep current on annual plan of work.
I. Adhere to Loan and Renewal policies.
J. Meet following people:
   1. County FSA Committees.
   2. Personnel of other government agencies.
   3. President and Secretary of Chamber of Commerce and other Civic Organizations.
   4. Bankers and other leading citizens.
   5. Agricultural leaders.
   6. County officials.
K. Make inquiry as to predominant crops.
L. Acquire general knowledge of soil types.
M. Ascertain annual rainfall.
N. Give consideration to peculiar traits and characteristics of people.
O. Make inquiry as to local markets for farm products.
P. Keep current on State and Regional personnel with whom you will be working.

Follow-up

This training booklet has been prepared by the Regional Training Committee for the sole purpose of assisting you in fulfilling the initial training requirements of your job. The training committee recognized that it is not possible to train any employee fully in the requirements of his work in any stated period of time. The policy of our committee is to recognize training as a continuous thing in which every employee has a definite responsibility. After you have completed the training contained in the subject matter of the booklet, further efforts will be made under the sponsorship of the Regional Training Committee and with the assistance of the state director and district supervisor to assist with problems that will confront you. It is, however, expected that the contents of the booklet be learned by you within the first thirty days of your reporting for work so that further activities which might be planned can tie in with the work already under way.

Subsequent to completing this manual, it will be used in the regional or state office as a guide or schedule to be followed in planning group meetings, where possible and where desirable, of supervisors. These meetings are designed to further increase your knowledge of your job and to help you become acquainted with officials outside the county office who will look to you for association of one kind or another. We hope that you will become thoroughly familiar with the organization and that you will have the opportunity to meet officials in the regional and state offices with whom you will work. If such a meeting is called, you will be notified by your district supervisor. At any such meeting you will be expected to bring the booklet with you since many of the subjects contained herein will be elaborated upon.

The more specific items set forth in Section III of the manual will undoubtedly be taken care of within a short period of time after you enter on duty. The meeting mentioned above may be held prior to or subsequent to the completion of this work outline. In any event, upon completion of the items, your district supervisor will arrange for further training activities with specific attention to be given to those items which tie in with his planned program of work within the district.

As further guides to assist you we want to encourage you to refer to the procedural references indicated following some of the paragraphs in the manual. These instructions will give you complete details of the subject matter involved, and it is very important that you be thoroughly familiar with all the procedure regarding subjects discussed in this booklet. In addition, we should like to suggest that in carrying out your duties, you refer to the manual which has been provided for your office containing breakdowns by steps of various types of specific jobs. This manual will be of considerable help to you and we want to encourage its use.